



Arizona State Plan to End Homelessness

Executive Summary



Governor Janet Napolitano created the Arizona Interagency and Community Council on Homelessness (ICCH) and issued an Executive Order to that effect on June 5, 2004. The purpose of the Interagency and Community Council is to guide the development and implementation of a state level plan to end homelessness for Arizonans with a focus on families who are homeless. The ICCH identifies policy, practice, and funding actions that can be taken at the state level to prevent and end homelessness through support, involvement, and coordination among multiple state agencies and the private sector.

The ICCH is comprised of representatives from the Departments of Commerce, Corrections, Economic Security, Education, Health Services, Housing, Juvenile Corrections, Veterans Services, and the Office of the Courts, the Government Technology Agency, the Governor's Office for Children, Youth and Families, and the Arizona Health Care Cost Containment System. In addition, the Governor has appointed private sector representatives to the Council.

The development and implementation of the Arizona State Plan to End Homelessness is being achieved through a project structure that includes the ICCH, the State Homelessness Work Group, and community input and involvement.

The ICCH is chaired by Governor Napolitano and, in her absence, is co-chaired by Dr. Sheila Harris, Director of the Arizona Department of Housing, and Tracy Wareing, Director of the Arizona Department of Economic Security. The ICCH is the primary decision making authority regarding the content of the state plan, the implementation schedule, and strategies.

Vision

Two Months – Two Days - - - Too Long:
Ending Homelessness in Arizona



Mission

To end homelessness in Arizona by providing housing and support services through state level policy, structure and funding.



Services Goal I: Close the Front Door to Homelessness



People who become homeless are almost always clients of public systems of care and assistance. As in many other social areas, investment in prevention holds the promise of saving money on expensive systems of remedial care.

Priority One

Prevention

Strategies

- 1.1 Improve discharge planning from institutional settings for individuals at risk of homelessness
- 1.2 Improve access to mainstream support programs and services through better outreach and by breaking down the existing barriers which prevent easy access
- 1.3 Increase the use of Risk Assessment tools and process to quickly identify people at risk of homelessness
- 1.4 Increase public awareness

Priority Two

System Integration and Supportive Services Coordination

Strategies

- 2.1 Create and expand technology tools to provide more timely and accessible information about social service for consumers, public and private agency staff and community
- 2.2 Create and expand multipurpose applications (paper and web-based) and streamlined application and eligibility processes
- 2.3 Implement multidisciplinary teams
- 2.4 Identify and implement family strengthening strategies and other innovative programs

Services Goal II: Open the Back Door to Permanent Housing



People should be helped to exit homelessness as quickly as possible through a rapid re-housing approach. People should not spend years in homeless systems, either in shelter or in transitional housing.

Priority One Housing

Strategies

- 1.1 Increase access to permanent supportive housing
- 1.2 Increase access to permanent housing

Priority Two Employment and Livable Incomes

Strategies

- 2.1 Increase access to child care
- 2.2 Increase access to education and training
- 2.3 Create transportation for people living in rural and urban areas
- 2.4 Provide support to obtain tools, licenses, certificates, and job resources
- 2.5 Place consumers in jobs with health care benefits
- 2.6 Increase child support collected
- 2.7 Enhance services for youth on their own and youth with families who are homeless

Priority Three Health and Behavioral Health

Strategies

- 3.1 Improve access to adequate physical health care, including dental care
- 3.2 Improve access to adequate behavioral health
- 3.3 Improve access to adequate care for trauma
- 3.4 Coordinate delivery of care
- 3.5 Provide wellness services for nutrition, parenting, diabetes, chronic illness prevention, etc.

Services Goal III: Building the Infrastructure



This recognizes and addresses the need to build the capacity within Arizona to prevent homelessness and to respond quickly and with permanency when individual's and families become homeless. This Goal recognizes the need to build partnerships and collaborations among the State Agencies as well as with the community organizations.

Priority One

Affordable Housing

Strategies

- 1.1 Create a real time housing inventory and provide access to information for families
- 1.2 State agencies identify housing (not shelter) as a goal
- 1.3 Increase access to housing
- 1.4 Increase for profit and non-profit capacity for affordable housing construction
- 1.5 Provide wrap around support services to assist individuals in maintaining their housing
- 1.6 Dedicate funding for creation of affordable housing for 30% median income or below

Priority Two

Employment and Livable Incomes

Strategies

- 2.1 Strengthen and increase TANF program, Disabled Veterans Assistance, SSI and SSA's ability to provide cash subsidies, fund supportive services and access to employment and child care
- 2.2 Involve early care and education community in preventing and ending homelessness (Headstart, childcare, pre-schools, etc.)
- 2.3 Ensure that proper employment and training opportunities are available for homeless families
- 2.4 Engage higher paying industries in the hiring of homeless individuals
- 2.5 Enhance services for elderly individuals who are homeless

Priority Three

Respond to Policy and regulatory Barriers

Strategies

- 3.1 Increase the number of times people can access emergency assistance through policy changes
- 3.2 Ensure consolidated plans include actions addressing homelessness
- 3.3 Improve information sharing among state agencies, local providers and policy makers
- 3.4 Improve access to services for youth on their own

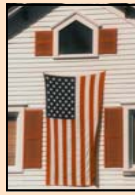
Priority Four

Strengthen Health and Behavioral Health

Strategies

- 4.1 Utilize Medicaid efficiently and more creatively
- 4.2 Strengthen homeless service providers' ability to overcome barriers caused by trauma issues
- 4.3 Increase access to Food Stamps and nutrition for homeless families
- 4.4 Expand and improve support services for youth

Services Goal IV: Plan For Outcomes



Today most American communities plan how to manage homelessness—not how to end it. In fact, new data has shown that most localities could help homeless people much more effectively by changing the mix of assistance they provide. A first step is to collect much better data at the local level. A second step is to create a planning process that focuses on the outcome of ending homelessness.

Priority One

Establish and achieve performance measures

Strategies

1.1 Define measurable outcomes using a logic model for all State Agencies and manage systems and programs to those outcomes

1.2 Define protocols for information sharing across agencies incorporating safety and confidentiality requirements/concerns

1.3 Ensure social service technology systems are working in collaborations

1.4 Comprehensive, accurate and consistent measures and counts of homeless services, results, and people served guide the implementation of services and programs

Priority Two

Cost Benefit Analysis

Strategies

2.1 Collect data to quantify cost of emergency services and cost-effectiveness of permanent supportive housing

2.2 Collect and analyze data regarding discharge planning—costs and benefits

Priority Three

Planning and System Redesign

Strategies

3.1 Define the existing system and proposed new system

3.2 Change funding allocations to reach desired results

3.3 Identify and implement best practices, studies and research that result in desired effects

3.4 All state systems have a goal “ending and preventing homelessness”

3.5 Improve access to mainstream and support services

3.6 Promote and support the certification (such as Council on Accreditation certification) of agencies

3.7 Implement Interagency initiative(s) that would fund special projects targeting priority populations



Housing Goal 1: Increase Supportive Housing Development

Action A

In partnership with local government, non-profit and private developers, develop **343** units of supportive housing for long-term homeless families within five years.

Action B

In partnership with local government, non-profit and private developers, develop **1,348** units of supportive housing for long-term homeless individuals within five years.



Housing Goal 2: Expand the Housing and Services Resources Available for Supportive Housing

Action A

Create an interagency planning group on supportive housing.

Action B

Review current housing program funding priorities and target more resources for supportive housing.

Action C

Create a private pool of very low-interest loan or grant funds to cover the total development cost gap in projects for homeless and other very low-income persons.

Action D

Develop a targeted approach for using mainstream programs for support services in supportive housing.

Action E

Support expansion of state and local (city and county) housing trust funds.



Housing Goal 3: Increase Public Awareness of the Need for Affordable Housing and Solutions to the Lack of Affordable Housing

Action A

Encourage the development of the “Governor’s Supportive Housing Design” award.



Housing Goal 4: Research and Analyze Key Barriers to Accessing Affordable Housing

Action A

Convene a work group to review the current status of unregulated board and care homes in Arizona and their impact on homelessness.

Action B

Convene a work group of state agency and private stakeholders to discuss the impact of “crime free housing” and ways of meeting the spirit of the law without increasing homelessness.



**Housing Goal 5: Encourage the
Role of the Federal Government in
Affordable and Supportive Housing**

Action A

Advocate for sustaining and expanding federal funding for both housing and services.

The State Plan can be accessed at www.housingaz.com

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**Governor's Interagency and Community Council on Homelessness
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Robert Brutinel

Yavapai County Superior Court

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